



**Commission for
Victims and Survivors**

**CORPORATE PLAN
2014-2017**

APPROVED BY BOARD	6 May 2014
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Foreword

Our Corporate Plan 2014-2017 is the document which sets out what we plan to do in broad terms, over the next three years. As you will see the Corporate Plan provides a focus for our work and also allows the work of the Commission to be responsive and flexible. Our annual business plans will set out in more detail the work to be done to deliver on our corporate objectives.

This has been a very busy time for us. We have provided advice to Ministers on a number of areas including Advice on Assessment, Advice on Jurisdictional Funding, Advice on Financial Assistance, Advice on a Pension for People Severely Injured in the Troubles and Advice on Dealing with the Past.

We commissioned an Independent Assessment of the Victims and Survivors Service which was well received by the Victims and Survivors Sector and by Ministers and will continue to monitor and review the implementation of its recommendations. We also held a very successful Conference on “Dealing with the Past”. Of most importance to all of us at the Commission is knowing we are making a difference to the lives of victims and survivors.

Our duty is to be a voice for victims. It is our duty, **our privilege** to be a voice for victims and we look forward to doing this throughout the coming year.

John Beggs
Secretary to the Commission

1. The Commission for Victims and Survivors

The Commission for Victims and Survivors (the Commission) was established in May 2008 under the Victims and Survivors (Northern Ireland) Order 2006, as amended by the Commission for Victims and Survivors Act (Northern Ireland) 2008.

The Commission is a Non-departmental Public Body (NDPB) of the Office of the First Minister and deputy First Minister (OFMDFM). The principal aim of the Commission is to promote the interests of victims and survivors of the conflict.

The Commission is unique in its construction and remit. Founded in May 2008 in the aftermath of forty years of conflict in Northern Ireland and ten years after it was first recommended in the Belfast Agreement which states:

“The participants believe that it is essential to acknowledge and address the suffering of the victims of violence as a necessary element of reconciliation. They look forward to the results of the work of the Northern Ireland Victims Commission.

It is recognised that victims have a right to remember as well as to contribute to a changed society. The achievement of a peaceful and just society would be the true memorial to the victims of violence.”

Anticipated by the Belfast Agreement in 1998, formulated in legislation in 2006, established by Ministers in 2008 and given a policy framework by the Northern Ireland Executive in 2009, the Commission’s principal aim is to promote the interests of victims and survivors.

This aim is the central reference point for all of the Commission’s work.

The Commissioner

The Commissioner for Victims and Survivors is appointed by the First and deputy First Minister for an initial period of four years. The post of Commissioner is currently vacant.

Statutory Duties

Article 6 of the 2006 Order outlines the duties of the Commissioner as;

- Promoting an awareness of matters relating to the interests of victims and survivors and of the need to safeguard those interests
- Keeping under review the adequacy and effectiveness of law and practice affecting the interests of victims and survivors
- Keeping under review the adequacy and effectiveness of services provided for the victims and survivors by bodies or persons

- Advising the Secretary of State, the Executive Committee of the Assembly and anybody or person providing services for victims and survivors on matters concerning the interests of victims and survivors
- Taking reasonable steps to ensure that the views of victims and survivors are sought
- Making arrangements for a Forum for consultation and discussion with victims and survivors.

Article 7 outlines the general powers of the Commissioner as

- To undertake, commission or provide financial or other assistance for research or educational activities concerning the interests of victims and survivors or the exercise of its functions
- After consultation with such bodies or persons as it thinks fit, issue guidance on best practice in relation to any matter concerning the interests of victims and survivors
- To compile information concerning the interests of victims and survivors
- To provide advice or information on any matter concerning the interests of victims and survivors
- To publish any matter concerning the interests of victims and survivors, including the outcome of any research or activities mentioned above and any advice provided by the Commission
- To make representations or recommendations to anybody or person concerning the interests of victims and survivors.

The Secretary to the Commission is responsible for supporting the work of the Commission and the day to day management of the organisation.

The Secretary is supported by two deputies, Head of Policy and Research and Head of Corporate Services. These three members of staff make up the Commission's Senior Management Team.

The Senior Management Team is responsible for the leadership, strategy and priorities of the Commission and for the delivery of the Business Plan and Budget.

The staffing structure of the Commission is made up of 12 employees. Although the Commission has a small staff, they are highly experienced professionals whose skills reinforce working in partnership with the victims sector.

We continually seek to develop our staff in ways in which they are able to meet their full potential and enhance the contribution they make to the Commission's work. Staff are actively encouraged to research and learn about all aspects of their work and the issues important to victims and survivors.

2. Strategic Alignment

Programme for Government 2011-15

The Commission's Business Plan directly contributes to

Priority 2: "creating opportunities, tackling disadvantage and improving health and wellbeing."

This priority seeks to address the challenges of disadvantage and inequality that afflict society and to address the relatively poor health and long-term shorter life expectancy of our population; its purpose is to stimulate interventions that break the cycle of deprivation, educational under-achievement, and to address health inequalities and poor health and wellbeing as well as economic disengagement.

The OFMDFM Victims and Survivors Strategy which sets the thematic areas for the Commission's Business Plan, is also identified as a key building block to the delivery of this priority.

Victims and Survivors Strategy 2009-2019

Within the Strategy for Victims and Survivors, the Commission is identified as being the primary source of advice to government on victims and survivors issues; having responsibility for the strategic assessment of need; and to ensure that the correct structures are in place to meet those needs and identify gaps in provision.

The Commission will oversee and provide guidance to the Victims and Survivors Forum in relation to the three key areas of victims and survivors work to ensure that there is a clear focus and that it is productive. The Victims and Survivors Forum will act as an advisory body to the Commission.

The infrastructure envisaged in the Strategy for Victims and Survivors became fully operational for the first time with the establishment of the Victims and Survivors Service (VSS) and also the Victims and Survivors Forum. The Commission's work on the Comprehensive Needs Assessment over the last two years formed the foundations for the planning and delivery of services by the VSS and resulted directly in policy which has shaped its structure and work. Consequently, in April 2012, the VSS was launched.

OFMDFM Departmental Plan 2014/15

The Commission's Business Plan also makes a direct contribution to the Department's planned targets, specifically:

C1: Deliver a range of measures to tackle poverty and social exclusion through the Delivering Social Change framework and develop a longer-term policy framework.

The Commission has a key role to play in the monitoring and review of services delivered by the Victims and Survivors Service. An Independent Assessment of the Victims and Survivors Service was conducted in February 2014 which led to Commissioner's advice to Ministers and agreement on recommendations to improve service delivery.

3. Governance

The Board

The Commission is legally defined as a 'Body Corporate' which would normally be comprised of a Board of Directors. However as a single appointment the Commissioner solely fulfils the role of the Board.

The Board, under the leadership of the Commissioner, supports the delivery of effective Corporate Governance and operates within best practice guidelines set out in HM Treasury's Corporate Governance in Central Government Commissions: Code of Good Practice. The Board takes an objective long-term view of the business of the Commission, leading its strategic planning process and meeting the corporate governance responsibilities for the Commission.

The Board is responsible for establishing and overseeing the Commission's Corporate Governance arrangements. Notwithstanding this, all tiers of management have commensurate responsibilities for ensuring that good governance practices are followed at an organisational level.

The key aspects of the Board's role include:

- Setting the strategic direction for the Commission, including its vision, values and strategic objectives, and overseeing the implementation of the Commission's Corporate Plan and annual Business Plan, and measuring and evaluating its performance;
- Developing, promoting and overseeing the implementation of policies and programmes in line with the Commission's strategic direction;
- Leading and overseeing the process of change and encouraging innovation, to enhance the Commission's capability to deliver;
- Monitoring performance via the Commission's Corporate Plan, annual Business Plan, budgets and targets, and assessing and managing the strategic risk to delivery;
- Overseeing the strategic management of the Commission's staff, finance, information and physical resources, including setting training and health and safety priorities;
- Establishing and overseeing the implementation of the Commission's corporate governance arrangements, including risk management; and
- Overseeing and monitoring the Commission's progress against all of its equality of opportunity, good relations and human rights obligations.

The Board is supported by the Commission secretariat, which is responsible for organising the agenda for monthly Board meetings and ensuring it's provided with timely information to support full discussion at each meeting.

Audit & Risk Committee

The Board is supported and advised in its role by the Audit and Risk Committee. The membership of the Commission Audit and Risk Committee (ARC) is independent of the Commission.

The purpose of the Audit and Risk Committee is to support the Accounting Officer in monitoring Commission risk, control and governance systems (including financial reporting) in the Commission. Additionally the Committee will give advice to the Accounting Officer on the adequacy of coverage of audit arrangements (internal and external) to provide the required assurances.

Audit and Risk Committee meetings are normally attended by the Accounting Officer, the Head of Internal Audit, a Northern Ireland Audit Office (NIAO) representative, a Departmental representative and members of the Secretariat. However, the ARC may ask any other Commission officials to attend to assist it with its discussions on any particular matter.

The Commission provides regular reports to the ARC on the annual Business Plan and risk management and assurance in the Commission.

On a quarterly basis the ARC produces minutes, and on an annual basis produces a report on the work of ARC throughout the year and on the main governance issues the Committee has considered. Each year ARC conducts a self-assessment against the guidelines issued by the National Audit Office. The findings of the self assessment are presented to the ARC for action as appropriate.

4. Aim, Vision, Mission and Values

Aim

Article 5 of the Victims and Survivors (Northern Ireland) Order 2006 establishes the Commissioner's principal aim of promoting the interests of victims and survivors.

Our Vision

Our Vision is to improve the lives of all victims and survivors of the Conflict.

Our Mission

Our mission is to address the needs of all victims and survivors by ensuring excellent service provision, acknowledging the legacy of the past and building for a better future.

Our Values

All our work is underpinned by a number of core values. We use these in our day to day work and we seek outcomes based on the fulfilment of these values.

The Commission's work is;

- **Victim Centred** - Victims and survivors are at the centre of all we do and we will encourage and value their participation.
- **Open and transparent** – We are open, honest, accountable and responsive in all our work.
- **Equality and diversity** – We will treat everyone equally and challenge inequality with impartiality, independence and integrity.
- **Respect** - We will be courteous and professional in our approach to everyone who contacts us.
- **Impartiality** - We will uphold our independence and maintain a critical distance to challenge Government and relevant authorities.
- **Delivering quality** – We will strive to deliver all of our programmes to a high standard

5. Review of Performance 2012/13

The timing of the preparation and the submission of the Corporate Plan means that it is not possible to have information from 2013/14 audited, and the Commission's performance substantiated for inclusion, before publication.

The Commission is funded by OFMDFM. The Commission's expenditure against budget is reported monthly to the Board. In year pressures and easements are reported to OFMDFM through the process of quarterly monitoring rounds.

Summary of Financial Information 2012/13

Expenditure Heading	Actual 2012/13
Salaries	494,023
Overheads & other	314,590
Programme (excluding staff costs)	48,358
Total:	856,971

Strategic Aim 1 – To promote awareness of the interests of victims and survivors

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
(i) To communicate effectively with all stakeholders. (ii) Improve public awareness of matters relating to the interests of victims & survivors. (iii) Promote awareness of the Commission & its work.	1.1 Communications Strategy Implement the Communications/Media Strategy for 2012/13 which ensures all activity is appropriately targeted, cost effective and responsive to evolving need.			✓ (1)

Strategic Aim 2 – To review law and practice

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
(i) To disseminate and promote to the relevant authorities the findings and recommendations of the Commission's 2012 report on Historical Investigations and Information Recovery.	2.1 Historical Investigations & Information Recovery Engage with relevant authorities to build on the findings and recommendations of the Commission's 2012 HIIR Report.	✓		
	2.2 Justice System To liaise with Criminal Justice Inspection Northern Ireland in its undertaking of a Thematic Inspection of the Costs and Impact of Dealing with the Past on Criminal Justice Organisations.	✓		
(ii) Monitor and advise on the effectiveness of the Justice System regarding legacy cases.				
(iii) Advise Government regarding the adequacy and effectiveness of legislation affecting the interests of victims/survivors.				

Strategic Aim 3 – To review and influence service delivery

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
(i) Advise OFMDFM on strategic priorities for the Victims & Survivors Service. (ii) Assist collaboration between the Service and service providers. (iii) Promote the development of best practice.	3.1 The Victims and Survivors Service Provide advice on policy development and implementation regarding the VSS and assess progress. To establish a Memorandum of Understanding with the VSS Board to include Monitoring and Evaluation. Consult with all relevant stakeholders on progress of the transitional year of the VSS.	✓ ✓	✓ (2)	
	3.2 Quality Standards Carry out a scoping exercise to review the current quality standards in place for the provision of services to Victims and Survivors.	✓		

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	<p>3.3 Funding for Service Providers</p> <p>Advice to OFMDFM on future arrangements / strategy for the provision of services currently being provided by groups for 2013/15 taking into account results from VSS mapping exercise and consultation with groups Provide key learning points & lessons for service providers.</p>	✓		
	<p>3.4 Northern Ireland Memorial Fund</p> <p>Collate and analyse information on individual financial support measures and their impact from the VSS.</p>	✓		

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	3.5 Children and Young People’s Mental Health Build on the Transgenerational research by carrying out further research on the needs and services required to address Children and Young People’s mental health issues as a consequence of the conflict.	✓		
	3.6 Health & Wellbeing Examine the findings of the Troubled Consequences Report and review the recommendations.			✓ (3)
	3.7 Welfare Reform Engage with victims and survivors and key stakeholders regarding the impact of welfare reform.	✓		

Strategic Aim 4 – To advise on public policy

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
(i) To conduct research. (ii) To provide advice based on robust evidence. (iii) To influence Government policy.	4.1 Responding to Consultations Respond to consultations by Government and other public authorities.	✓		
	4.2 Advice to Funders To engage with Special EU Programmes Body (SEUPB) on the development of a Peace IV programme. To consult with stakeholders on recommendations for policy objectives for the Peace IV Programme.	✓		
	4.3 Maze Long Kesh Development Engage with the developers of Maze Long Kesh to ensure that the views of victims and survivors are taken on board in the development of a major capitol build project.			✓ (4)

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	<p data-bbox="544 450 839 562">4.4 Pension Rights for the Seriously Injured</p> <p data-bbox="544 600 879 712">Investigate the pension rights of the seriously injured.</p> <p data-bbox="544 745 858 813">Examine international practice in this area.</p>	✓		

Strategic Aim 5 – To effectively engage with victims & survivors & represent their interests

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
(i) Arrange a Forum for consultation and discussion. (ii) Consult with victims/survivors. (iii) Make representations and advocate on behalf of victims / survivors.	5.1 Forum for Victims and Survivors Agree the Forum Work Programme and Schedule of Meetings.	✓		
	5.2 Dealing with the Past Working Group Form a working group from the Forum to examine Dealing with the Past issues by October 2012.	✓		
	5.3 Services Working Group Form a working group from the Forum to examine Services issues by October 2012.	✓		

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	5.4 Building for the Future Working Group Form a working group from the Forum to examine transgenerational impact of the conflict on the family by October 2012.	✓		
	5.5 Engagement Organise a series of monthly research seminar for the victims & survivors sector between November and March 2013 Extensive engagement by the Commissioner to establish the key priorities of concern by victims and survivors	✓		

Strategic Aim 6 - To demonstrate effective governance

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
(i) To ensure the Commission operates to the highest standard of corporate governance. (ii) To ensure that budgets are managed effectively. (iii) That staff receive appropriate training & support. (iv) That targets are met within budget & timescale.	6.1 To effectively manage the Commission's funds & arrange drawdown's on a timely basis. Ensure effective management and utilisation of resources with expenditure kept within 0.5% of agreed budget. Review accounting package and implement by March 2013.		✓ (5)	
	6.2. Determine preferred accommodation arrangements for the Commission.	✓		
	6.3 To keep under review & update when necessary corporate governance & risk management procedures in line with Internal Audit recommendations.	✓		

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	6.4 To monitor delivery of the 12/13 Work Programme every month.	✓		
	6.5 To review the Corporate Plan and draft a new plan for 2013/2016.	✓		
	6.6 To develop 13/14 Work Programme by 31/1/13.	✓		
	6.7 To lay & publish Annual Report & Accounts as soon as possible after they have been audited & signed – no later than 2 weeks.	✓		
	6.8 To process all requests for information under FOI & DP within set timescales.	✓		
	6.9 To provide the Annual Progress Report on the Equality Scheme.	✓		

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	6.10 To undertake the Annual Review of the Publication Scheme.	✓		
	6.11 To undertake a review of the Disability Action Plan.	✓		
	6.12 Maintain a Register of Interests.	✓		
	6.13 Pay suppliers within 30/10 days of receipt of invoice.	✓		
	6.14 To process all complaints in accordance with the Commission's procedures.	✓		
	6.15 Corporate team & individual development in line with the Commissions training plan & budget.	✓		

Objectives	Key Actions	Performance Assessment		
		Achieved	Partially Achieved	Not Achieved
	6.16 To undertake and manage the Commission's Recruitment Plan.	✓		

	Key Action	Comments
(1)	1.1 Communications Strategy	Not achieved Agreed to withdraw Communications Strategy & Business Case from Department. Review of strategy to be undertaken for 2013/14.
(2)	3.1 The Victims and Survivors Service (VSS)	Partially achieved. Memorandum of Understanding agreed and returned by VSS in June 2013.
(3)	3.6 Health & wellbeing	Not achieved. Emerging findings identified and internal paper produced. Advice to be submitted to Department in 2013/14.
(4)	4.3. Maze Long Kesh Development	Not achieved. MLK were unable to attend meeting with the Forum. This meeting was rearranged and took place on 29 July 2013.
(5)	6.1. To effectively manage the Commission's funds & arrange drawdowns on a timely basis.	Partially achieved. Accounting package implemented by March 2013, however, management and utilisation of resources with expenditure maintained within 7.3% of agreed budget, not 0.5%.

6. Projected Income and expenditure

Expenditure Heading	Actual Budget 2014/15	Indicative Budget 2015/16	Indicative Budget 2016/17
Salaries	495,000	495,000	495,000
Overheads & other	320,000	320,000	320,000
Programme (excluding staff costs)	156,000	156,000	156,000
Total	971,000	971,000	971,000
Funded – OFMDFM Grant-in-Aid	971,000	971,000	971,000

The 2014/15 budget is as per the last year of the Corporate Spending Review (CSR) allocation, whilst the budget forecasts for 2015/16 & 2016/17 are based on current budgets, subject to new CSR allocation being confirmed

7. Corporate Objectives 2014-17

These objectives have been developed from our statutory duties as contained within the legislation that established the Commission for Victims and Survivors for Northern Ireland.

Objective 1: To ensure excellent service provision to all victims and survivors

The implementation of the 2009-19 Strategy for Victims and Survivors and the establishment of the Commission, the Forum and the Victims and Survivors Service, has significantly changed the service provision landscape for victims and survivors. The Commission has also completed its Comprehensive Needs Assessment and this has formed the blueprint for the delivery of services through the Victims and Survivors Service and by the community and voluntary groups by shaping the funding programmes currently being implemented.

The Commission aims to build upon these foundations over the next three years by ensuring that excellent service provision is made available to all victims and survivors in need. The Commission aims to do this by engaging extensively with the Forum and with the wider victims and survivors sector in order to inform the Commission of victims and survivors experiences of service provision across all providers.

On 19 November 2013, Ministers wrote to the Commissioner requesting that the Commission, in collaboration with OFMDFM, commission an independent assessment of the Victims and Survivors Service. This assessment was undertaken in December 2013 and January 2014 by independent specialists and resulted in a number of recommendations which are being implemented. As a priority area of its work the Commission will continue to work collaboratively with the Victims and Survivors Service to ensure a high quality level of service delivery for victims and survivors.

The Commission will also commission independent research of service provision in order to inform future service delivery. The overall impact of this work will be that the Commission is in a position to advise the Office of the First Minister and deputy First Minister (OFMDFM) on future service provision and that as a consequence future service delivery is of a higher standard and directly addresses the needs of victims and survivors.

We will do this by:

- Engaging with the Forum to inform the Commission of individual victim and survivors experiences of service delivery
- Engaging with the wider victims and survivors sector through a focused seminars on services
- Monitoring the performance of the Victims and Survivors Service
- Ensuring that all services are monitored, evaluated and regulated appropriately

- Engaging collaboratively with the Department, the Victims and Survivors Service and the Forum to ensure that services are delivered to a high quality
- Ensuring that funding is delivered appropriately
- Commissioning research to advise on the best services to meet needs
- Ensuring that each victim has their individual needs met
- Partnership working with all statutory and non statutory service providers is improved.

Key Performance Targets:

- Service provision discussed with Forum and Forum Services Working Group
- Produce four quarterly progress reports for OFMDFM on service provision by the Victims and Survivors Service
- Provide advice to the First and Deputy First Ministers on service provision
- Undertake research, monitor and evaluate the delivery of services in the statutory and community and voluntary sector
- Undertake research, monitor and evaluate the delivery of the Individual Needs Programme
- Undertake review of the implementation of the recommendations of the Independent Assessment of the Victims and Survivors Service
- Key recommendations made that improves service provision to victims and survivors

Objective 2: To raise awareness of the impact of the past on all victims and survivors

With over 3,500 people having lost their lives and many thousands injured both physically and psychologically, victims and survivors are the most visible legacy of the conflict in Northern Ireland. The question of how to deal with the past evokes strong and conflicting emotions. Issues relating to the past regularly arise in the present and have a major impact on victims and survivors who are still suffering. It is the objective of the Commission to explore how the past can be addressed to best meet the needs of victims and survivors and to facilitate victims and survivors contributing to the debate.

The Commission aims to engage with the Forum and facilitate discussion that will inform how victims and survivors can agree on how to deal with the past. Those discussions will be shared with the wider victims and survivors sector and inform advice that the Commission will produce for OFMDFM.

We will do this by:

- Engaging with the Forum to inform the Commission of individual victims and survivors experiences of dealing with the past
- Facilitating the Dealing with the Past Working Group of the Forum
- Engaging with the wider victims and survivors sector through a focused seminar on issues that help account for the past
- Engagement and discussion with individual victims and survivors and representative groups
- Implementing the recommendations of the research on a pension for the seriously injured
- Producing effective advice to Ministers based on our findings
- Ensuring that the processes are cohesive and victim centred

Key Performance Targets:

- Advice submitted to Ministers
- Advice paper produced by the Forum Dealing with the Past Working Group
- Recommendations made that improve the situation for victims and survivors
- Facilitate a seminar that examines the current issues of dealing with the past

Objective 3: To empower and support victims and survivors to make a contribution to a better and shared future;

Many issues are brought to the Commission's attention that affects the daily lives of victims and survivors and also impact on their futures. The Commission will seek to provide solutions to these issues by engaging with the Forum and the victims and survivors sector to identify and seek solutions to them. The Commission will seek to build upon the recent research completed by Queen's University on the transgenerational impact of the conflict and identify further advice on the services required to meet needs in relation to building a better and shared future for all victims and survivors.

The Commission will actively engage with politicians and government officials where necessary to raise and address the issues as they are identified. Issues such as the impact of welfare reforms, the high rate of suicide and housing difficulties (SPED scheme) are examples of the issues that are currently raised regularly with the Commission. The Commission will assist individuals and families where necessary to address these issues by providing advocacy support and raising the issues wherever necessary in order to find a resolution to any difficulties that present for victims and survivors. The Commission will also provide advice to OFMDFM on building for the future for victims and survivors.

We will do this by:

- Engaging with the Forum to inform the Commission of individuals victim and survivors experiences and to identify issues in relation to building for the future
- Encouraging the full participation of the Forum and its individual members;
- Engaging with the wider victims and survivors sector through a focused seminar on specific "live issues" that are identified
- Complete independent research and incorporate into advice to Ministers
- Encouraging departments and the relevant organisations to work in a more co-ordinated and joined up way in relation to victims and survivors.

Key Performance Targets:

- Facilitate meetings of the Forum Building for the Future Working Group
- Advice paper produced by the Forum Building for the Future Working Group
- Advice submitted to Ministers
- One major piece of research completed in this area
- Recommendations made that improve the situation for victims and survivors in relation to building for the future
- Facilitate a seminar that examines the current issues affecting victims and survivors

Objective 4: To raise the profile of victims and survivors issues through engagement with the Forum, groups and individuals and dissemination into Government, the media and wider society.

Informing others about the work of the Commission and influencing change to raise the profile of victims and survivors issues is at the heart of all the Commission's work. This meets our statutory requirements, but also means we can explain in clear terms the issues that affect victims and survivors in Northern Ireland and how the Commission can help. We engage both formally and informally with a vast range of stakeholders from victims and survivors themselves to Government, the media and many individuals and groups all with the same aim in mind – to help promote the interests of victims and survivors.

The Commission is committed to working and acting in a transparent way, always holding itself accountable to the victims and survivors it represents. The Commission will also seek to inform others about the work of the Commission and influence change for the better where ever possible. The Commission will also seek to engage with victims and survivors in Great Britain, Ireland and internationally to identify their key issues and concerns.

The Commission also intends to make a significant contribution to the strategic direction and development of the victims and survivors sector by working closely with departmental officials on the ongoing implementation to the 2009-2019 Strategy. The Commission will also be planning for the role of the Forum from April 2014 onwards.

We will do this by:

- Agreeing and implementing the structure of the Forum for continued consultation and engagement on issues affecting victims and survivors
- Organising a series of monthly seminars on the main issues affecting victims and survivors
- Engaging extensively with the victims and survivors sector and individuals
- Engaging with victims and survivors in Great Britain and Ireland
- Initiate assessment of the implementation of the 2009-2019 Victims and Survivors Strategy
- Engaging with communications service provider to assist in the development, delivery and implementation of an effective communications strategy
- Responding to relevant consultations in order to raise issues affecting victims and survivors

Key Performance Targets:

- Review and evaluate the Forum to determine strategy for future engagement
- 4 seminars organised per annum to provide victims and survivors with a platform to highlight relevant issues
- Seminar reports produced with recommendations made to address "live issues"

- Extensive engagement with the victims and survivors sector and individuals in Northern Ireland, Great Britain and Ireland
- Start research and engagement to produce report in relation to the 2009-2019 strategy
- Recommendations made in relation to managing the implementation of the Victims and Survivors Strategy.
- The development, delivery and implementation of an effective communications strategy
- Responses to relevant consultations which raise the profile of issues relating to victims and survivors.

Objective 5: To demonstrate a high level of administrative and financial support with an effective governance framework

In fulfilling this objective the Commission will continue to ensure the effective management of staff and resources to achieve the Commissioner's preceding objectives, in line with the best corporate governance practice. The Commission will also focus on ensuring all activities are properly tracked to make sure that work planning is effectively reported upon and manages to meet all targets as established in yearly business planning.

We will do this through

- Delivery of the Business Plan targets and annual budget
- Monitoring and evaluating the impact of our work
- Reviewing and revising key organisational strategies (Finance, Facilities & Human Resources, Corporate Governance and Compliance)
- Update and review the Asset Management Plan in line with the OFMDFM Asset Management Strategy
- Producing annual Business Plans and Team Business Plans throughout the 2014-17 period
- Maintaining and further developing other organisational strategies and policies that support the achievement of our corporate objectives.

8. How the Commission will meet its Statutory Duties

Statutory Duty	Corporate Objectives
<p>Promoting an awareness of matters relating to the interests of victims and survivors and of the need to safeguard those interests</p>	<ol style="list-style-type: none"> 1 To ensure excellent service provision to all victims and survivors 2 To raise awareness of the impact of the past on all victims and survivors 3 To empower and support victims and survivors to make a contribution to a better and shared future 4 To raise the profile of victims and survivors issues through engagement with the Forum, groups and individuals and dissemination into Government, the media and wider society 5 To demonstrate a high level of administrative and financial support within an effective governance framework
<p>Keeping under review the adequacy and effectiveness of law and practice affecting the interests of victims and survivors</p>	<ol style="list-style-type: none"> 1 To ensure excellent service provision to all victims and survivors 2 To raise awareness of the impact of the past on all victims and survivors 3 To empower and support victims and survivors to make a contribution to a better and shared future 4 To demonstrate a high level of administrative and financial support within an effective governance framework

<p>Keeping under review the adequacy and effectiveness of services provided for the victims and survivors by bodies or persons</p>	<ol style="list-style-type: none"> 1 To empower and support victims and survivors to make a contribution to a better and shared future 2 To raise the profile of victims and survivors issues through engagement with the Forum, groups and individuals and dissemination into Government, the media and wider society 3 To demonstrate a high level of administrative and financial support within an effective governance framework
<p>Advising the Secretary of State, the Executive Committee of the Assembly and anybody or person providing services for victims and survivors on matters concerning the interests of victims and survivors</p>	<ol style="list-style-type: none"> 1 To ensure excellent service provision to all victims and survivors 2 To raise awareness of the impact of the past on all victims and survivors 3 To empower and support victims and survivors to make a contribution to a better and shared future 4 To raise the profile of victims and survivors issues through engagement with the Forum, groups and individuals and dissemination into Government, the media and wider society 5 To demonstrate a high level of administrative and financial support within an effective governance framework
<p>Taking reasonable steps to ensure that the views of victims and survivors are sought</p>	<ol style="list-style-type: none"> 1 To ensure excellent service provision to all victims and survivors 2 To raise awareness of the impact of the past on all victims and survivors 3 To empower and support victims and survivors to make a contribution to a better and shared future 4 To raise the profile of victims and survivors issues through engagement with the Forum, groups and individuals and dissemination into Government, the media and wider society 5 To demonstrate a high level of administrative and financial support within an effective governance framework

<p>Making arrangements for a Forum for consultation and discussion with victims and survivors.</p>	<ol style="list-style-type: none"> 1 To ensure excellent service provision to all victims and survivors 2 To raise awareness of the impact of the past on all victims and survivors 3 To empower and support victims and survivors to make a contribution to a better and shared future 4 To demonstrate a high level of administrative and financial support within an effective governance framework

9. Monitoring and Evaluation

Over the course of this Corporate Plan the Commission will implement a rigorous monitoring process. This process started with the identification of specific results and impacts for each area of work that the Commission has identified. The annual Business Plan of the Commission will set targets to be achieved in terms of results and impacts. These targets will be monitored on a monthly basis to ensure that the Commission is on track to both achieving those targets and that the Business Plan is making a contribution to each objective as set out in this Corporate Plan. The targets will be monitored at each Senior Management Team meeting, each monthly Board meeting and each quarterly Audit and Risk Committee meeting.

In terms of evaluation it is expected that in the period 2014-2017, OFMDFM will initiate a second review of the Commission and this will serve as the major formal evaluation of the Commission's work during this period.

The Commission, however, will be evaluating its own performance on an annual basis as part of the planning process for developing the Business Plan for 2015/16.